KEY QUESTIONS

Technical Skills

1. What has been your most significant accomplishment that required extensive specialized knowledge of a specific area?
   - Walk through step-by-step what you did.
   - What did you learn during that work?
   - What was the end result of it all?
   - Since then, how have you used that knowledge?
2. What do you do to keep up-to-date in your field?
3. What regular professional reading do you do?
4. What is the most recent, outstanding idea you have learned about in your field?
5. Tell me about the last time you were surprised by some development or finding in your own area of expertise.
6. Tell me about the most difficult technical challenge you have ever faced. What happened? How did it turn out?

Problem Solving

1. When was the last time you made a decision or solved a problem which required a lot of hard thinking and careful analysis on your part?
   - Tell me about it, starting with when you first learned about the problem.
   - How did you go about analyzing the situation?
   - What alternative solutions did you consider?
   - What solutions did you decide to try?
   - Why did you pick that particular solution?
   - Tell me what steps you took to gather additional information to help in making your decision.
   - What additional information would you like to have had before deciding?
   - Why didn't you get it?
   - Tell me how you implemented your solution, including particular difficulties you had to overcome.
2. Describe the time you felt you were most resourceful in solving some problem or in coming up with an improvement.
   - Where did your ideas come from?
   - How and with whom did you check your ideas as you proceeded?
   - What was the result?
3. Tell me about a time when you made a quick decision that you were proud of.
4. Tell me about a time when you had a problem with decisiveness and how you handled that.
5. What has been your experience when dealing with poor performance of subordinates or peers?
   - Give me a specific example.

Following Through
1. Describe the biggest project which you had to see through from beginning to end.
   - How did you coordinate necessary activities?
   - How did you monitor progress?
   - What obstacles did you encounter?
   - How did you overcome them?
2. Tell me about the most serious error that has slipped by you.
   - What was it?
   - How did it happen?
   - What were the consequences?

Organizing
1. How do you organize your work and schedule your own time?
2. What specific system or method do you use in organizing your work?
3. What specific things were you trying to accomplish yesterday?
   - When did you decide to schedule those tasks for yesterday?
   - Did you write these tasks down anywhere?
   - Did you plan the amount of time you would spend on each task or when you would do them?
   - How did you modify your plan as the day progressed?
   - If you failed to complete any items, what happened to prevent you from doing the items?
4. When do you typically decide on what you will do each day?
5. Tell me about the period of time your work has been the most hectic.
   - What did you do to keep it under control?
   - What did you do when you were "stretched out the thinnest"?
   - What work got placed "on the back burner"?
   - What made you decide to delay those specific items?
6. Think of a day when you had many things to do and tell me how you organized and scheduled your time.
7. Tell me about an important goal you set for yourself in the past and how successful you were in accomplishing it.

Handling Details
1. Describe the last project in which you had to make sense out of a mass of complex or difficult information.
   - How much information was there?
   - What made it so complex?
   - How did you go about finding what you needed?
2. Tell me about the biggest error you have made because you overlooked an important detail.
   - What was the situation?
   - What were the consequences of the error?

Speaking and Listening
1. What was the last presentation you made before a group?
    - How did you prepare?
    - Who was the audience?
    - What was the response?
2. How comfortable are you in such situations?
3. How often have you made such presentations?

Human Relations
1. Tell me about the worst disagreement you have had with a coworker, boss, or someone else at work.
    - What did each of you say?
    - What was the discussion like when it was the most heated?
    - How did both of you show your frustration or anger?
    - How was it resolved?
    - How was your relationship with that person after the incident?
2. On what project was it most important for you to coordinate with another unit or an outside organization?
    - What was the project?
    - What did you do to facilitate coordination and cooperation?
    - What difficulties did you encounter?
    - How did you handle them?
    - What was the outcome?
3. You have heard the phrase "Shoot from the hip" tell me about a time you had to do that.
    - Describe the situation?
    - How did it turn out?
    - Were you comfortable in that situation?
4. Tell me about a time when you were in the middle of a project and your boss or another senior manager stopped you abruptly and redirected most all your efforts to a new assignment.
    - What happened?
5. What types of things have made you angry and how did you react to them.
6. You know the expression "roll with the punches" well tell me about a time when you had to do that when dealing with a person.
7. Give me an example of a clever way of motivating some one.
8. Describe a time when you communicated some unpleasant feeling to a supervisor.
    - What happened?
9. What experience have you had with a miscommunication with a customer or fellow employee?
    - What happened?

Documenting

1. What project required you to produce the greatest amount of paperwork?
   - What types of materials did you produce?
   - How did you organize these materials?
   - How did you keep track of these materials?
2. Tell me about the most serious instance in which you failed to provide adequate documentation.
   - What was the situation?
   - How was the documentation inadequate?
   - What were the consequences?

Achieving Results

1. What was the most difficult task or project you have been assigned?
   - What made it so difficult?
   - How did you go about performing it?
   - How long did you wait before beginning work on it?
   - What encouragement did you get (from your boss, for example) to start working or keep working on it?
   - How long did it take you to finish the assignment?
   - How long before or after your deadline did you get it done?
2. Describe your best achievement and how you accomplished it.
   - What was the achievement?
   - How did you go about it?
   - How much effort did you put in?
   - What obstacles did you encounter?
   - How did you overcome them?
   - What was the result?
3. Tell me about an assignment where the direction of the project became unclear?
   - What did you do?
   - How did it turn out?
4. What were some of the major obstacles to be overcome on your last job and how did you deal with them?
5. Tell me about a time when an upper level decision or policy change held up your work.
   - How did you deal with it?

Work Commitment
1. What was the most long-term, sustained, extra-hours effort you have ever put in?
   - What was the assignment or project?
   - In what ways did you put out extra effort to get the job done?
   - How successful were you on it?
2. Tell me about the last time you had to choose between producing a quality product and meeting a deadline.
   - What was the project?
   - What did you sacrifice?
   - How did you arrive at that decision?
3. Describe a time when to meet a customers needs you felt it might be justified to break company policy or procedure.
4. Tell me about a time when you stuck to policy when it might have been easy to look the other way.
   - How did it turn out?
5. Tell me about a time when you had to do a job that was particularly uninteresting.
   - How did you deal with it?

Working Independently
1. Did/does your most recent supervisor give you too much direction or not enough?
   - Describe an instance which best demonstrates this.
   - What problems did this cause for you?
2. Tell me about the last time you worked independently on a project.
   - What was the project?
   - How did you obtain the necessary information?
   - What direction did you solicit?
   - What was the outcome?
   - How did you feel about working alone?
3. Tell me about the most aggressive project you ever started.
   - Pick one that wasn't an assigned project but where you perceived a need that was not being addressed.
4. What types of decisions do you make in your current position without consulting your boss?
5. Have you ever had to make a sticky decision when no policy existed to cover it?
   - Tell me what you did.
6. Describe a situation in your last job where you could structure your own work schedule.
   - What did you do?

Reliability
1. How often were you late for work in the last month?
   - What were the reasons?
   - How typical is this?
2. Tell me about the time when you most needed to get away from work.
   - What did you do?
3. How many times in a year do you feel as though you need to get away from work?
   - What do you typically do?